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90 -180 Day Transition Plan - Update

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POLICE

City of Kemah

The Gateway to the Bay





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Tuesday, January 18, 2022

From: *Dr. Holland D. Jones, J.D., PhD.*
City of Kemah, Chief of Police

To: **The Mayor, All City Council Members, and the City Administrator**
City of Kemah

Subject: **The Police Chief's "90-180 Day Transition Plan" UPDATE**

Distribution: **The Mayor, City Council, and the City Administrator**

As Chief of Police, I humbly submit my **UPDATE** on my **90-180 Day Transition Plan** for your inspection and evaluation.

A substantive advantage of utilizing the **"Stop, Walk, Talk, Listen, and Learn"** philosophy of acclimating oneself to the concerns of our citizens, community, and staff is the one-on-one personal learning directly received from constituents. They can share their issues and concerns with me directly. There is no better source of information than straight from your constituents.

The delineated goals and objectives not only will enhance my ability to assess the quality of the rendition of public safety services currently being rendered; but also provide critical information necessary to create a sound platform of leadership, transparency, accountability, and management of the police department thus paving the way to the professionally robust and efficient transition of executive police leadership, decision-making, and community relationship building.

The position of Police Chief of the City of Kemah is both challenging and rewarding, which emphasizes the efficient transition of executive leadership. This is especially true when the protection, health, welfare, and safety of our citizens and community are paramount. My intended goals, objectives, and those strategies necessary to achieve them are delineated in my **90-180 Day Transition Plan**. I developed this plan to afford me the opportunity to accomplish **10** specific goals within the first **90-180** days of my tenure, as your Police Chief.

Goal 1.

Meet with my direct supervisor, the City of Kemah PD staff face-to-face, residents, City of Kemah Leadership, and other staff, while **collecting as much information as possible** about the type of police operations and police services historically rendered, and ongoing desired services from the community and the informal and formal community leaders.

Goal 2.

To develop and cultivate collaborative partnerships, early in my tenure, attend community meetings and **utilize my "Stop, Walk, Talk, Listen, and Learn"** community-oriented policing philosophy augmented with quarterly "meet and greet" opportunities.

Goal 3.

Assess the current administrative needs, current leadership, supervision, develop an interim organizational chart, and start the process of filling critical staff and leadership vacant positions, if necessary.

Goal 4.

Evaluate and assess all departmental policies, procedures, rules, and regulations; then take immediate actions to secure compliance to statutory/procedural best practices via the successful pursuit of accreditations, and then appoint an Accreditation Manager while providing public access to our Policy Manual.

Goal 5.

Evaluate City of Kemah PD's strengths, weaknesses, opportunities, and threats (S.W.O.T.) to develop strategies to build on said strengths/opportunities, while addressing weaknesses/threats, and to conduct Crime Prevention Surveys.

Goal 6.

Determine City of Kemah Police Department's alignment with the 6 Pillars of 21st Century Policing.

Goal 7.

Implement a "*Talent Acquisition Strategy*" that is specifically designed to recruit talented personnel and to identify and acquire critical resources like innovative technology, contemporary (internal/external) training, alternative funding sources, while ensuring continuous communication with all of City of Kemah's staff and community.

Goal 8.

Identify and review all city-wide emergency preparedness plans and identify the role of the City of Kemah PD's personnel in each plan, integrate all emergency preparedness plans into one comprehensive emergency response plan; and determine the availability of emergency response equipment, training, and other related emergency management protocols (including Information Technology).

Goal 9.

Establish and maintain effective collaborative relationships with law enforcement officials from surrounding Cities, Precincts, School Districts, Colleges/Universities, and negotiating "Memorandums of Understanding".

Goal 10.

Utilize collaborative leadership and results-based management to create an environment that is conducive to achieving the mission, vision, and core values of the City of Kemah.

Sincerely,

Chief Holland D. Jones

Chief Holland D. Jones, JD, Ph.D.

★ *LEMIT - Leadership Command College (LCC) Class #76*

City of Kemah Police Department

GOAL 01:

GOALS, OBJECTIVES, AND STRATEGIES

Meet with my direct supervisor, the City of Kemah PD staff face-to-face, City of Kemah Leadership, and the City Council Members to collect as much information about the type of police operations and police services historically rendered, and ongoing desired services from the community and the informal and formal community leaders.

Explanation: As your new Police Chief, it is vital to my efficacy to quickly determine the parameters of my direct supervisor's expectations and the criteria in which I will be evaluated. Also of importance is the level of autonomy and discretion, that I will be afforded to complete City of Kemah's mission and vision. An understanding of the services we provide, the services that our community demand, and those services that we don't provide is vital to leading us into the future. My matriculation must be quick, yet efficient in its performance.

Objective 1.1: Meet with my direct supervisor one-on-one.

Strategy: I will meet with my direct supervisor one-on-one as soon as practical. The purpose of this meeting is to (1) gain insight on his/her expectations and standards of performance; (2) establish an open and consistent line of communication and preferred communication method; (3) gain insight from his/her leadership and organizational wisdom; (4) determine his/her style of feedback and evaluation process; (5) determine his/her concerns with City of Kemah PD; and (6) receive his/her perspectives of the strengths and weaknesses of City of Kemah PD. The first initial meeting and all others are crucial to my success and relationship building.

ACHIEVED: In September 2021, I met with every City of Kemah Executive Leader. I established synergistic working relationships with the City Administrator, City Secretary, Director of Technology & Operations, Manager of HR & Payroll, Director of Finance, Chief Fire Marshal/Building Official, and the Court Administrator. I also met and established synergistic working relationships with every City Council Member and the Mayor.

Since September 2021, I have prioritized listening to their voices, issues, and concerns with respect to the City of Kemah PD's ability to provide for the protection, health, welfare, and safety of our community. I have inquired into their perspectives, views, and expectations of the City of Kemah PD and their future expectations at every opportunity. Furthermore, I continue to work closely with and consider the perspectives of every City of Kemah Executive Leader, City Council Member, and the mayor.

Timeline: 01 - 45 Days

Objective 1.2: Meet face-to-face with all Police Staff (sworn and unsworn).

Strategy: I will have departmental meetings, divisional meetings, and one-on-one meetings, so that I can meet and talk to (every employee) our police personnel, dispatchers, and unsworn personnel. I will continue to have Weekly and Quarterly meetings with departmental personnel to promote a communicative environment and culture.

ACHIEVED:

In September 2021, I met with all City of Kemah PD staff face-to-face. I established synergistic working relationships with our police personnel, dispatchers, and unsworn personnel. I learned of community complaints, including too much overtime, overscheduling of dispatchers, shortage of officers due to injury and sick leave, uncompleted projects and damaged equipment, outdated uniforms, and lack of communication.

Since September 2021, I have conducted regular departmental meetings, monthly divisional meetings, and weekly one-on-one meetings. I have addressed ongoing issues by limiting overtime, allowing dispatchers to vote for their schedules, hiring reserve officers, completing unfinished projects, and replacing or repairing equipment, updating uniforms, and promoting effective communication. Furthermore, I continue to listen to their voices, issues, concerns, and training suggestions with respect to the City of Kemah PD.

Strategy: I will share my personal leadership philosophy with our team. I will provide my definition of leadership. I will share my personal values and my managerial principles.

I will also explain my expectations. I will explain what my non-negotiables are and what I will not tolerate. I will also explain my commitment to open door communication and feedback.

ACHIEVED:

First, in September 2021, I released a Prezi presentation that detailed my military experience, family life, academic and professional background, and goals and objectives for the City of Kemah PD. I expressed my commitment to youth engagement, crime reduction, leadership development, succession planning, increasing morale, and effectively managing our budget. I also conveyed my role as Chief of Police to our citizens, community, and staff.

Second, in September 2021, I released my 90-180 Day Transition Plan in which I explained my “Stop, Walk, Talk, Listen, and Learn” philosophy of acclimating oneself to the concerns of our citizens, community, and staff. I detailed my strategic plan, mission, vision, values, goals, and objectives for the City of Kemah PD.

Third, in September 2021, I established an open-door policy to allow all City of Kemah PD staff to openly discuss their concerns, encourage direct and honest feedback, and promote a communicative environment and culture. Since September 2021, I have permitted our police personnel, dispatchers, and unsworn personnel to share their perspectives of the strengths and weaknesses of City of Kemah PD. I always request and consider their opinions before making any final decisions, and I also explain my reasoning behind my choices to encourage active participation and feedback. Furthermore, I continue to prioritize including all City of Kemah PD staff in my decision-making process.

Timeline: 01 - 45 Days

Objective 1.3:

Establish a cooperative relationship with City of Kemah’s Executive Leadership Team and City Council.

Strategy: With the authorization of my direct supervisor, I will meet with each member of City of Kemah's Executive Leadership Team and the City Council for the purpose of establishing a synergistic working relationship.

The secondary purpose will be to listen to their voices, issues, and concerns with respect to City of Kemah PD's ability to provide for the protection, health, welfare, and safety of our community. I will also inquire into their perspectives, views, and expectations of the Police Department and their future expectations (this will be an ongoing process).

ACHIEVED:

In September 2021, I met and established a cooperative relationship with the City of Kemah's Executive Leadership Team, City Council, and the mayor. I learned of various issues and concerns expressed by city leaders with respect to City of Kemah PD's ability to provide for the protection, health, welfare, and safety of our community. Since September 2021, I have maintained an open and consistent line of communication with every City of Kemah Executive Leader, City Council Member, and the mayor.

I have conducted regular meetings with the City Administrator, City Secretary, Director of Technology & Operations, Manager of HR & Payroll, Director of Finance, Chief Fire Marshal/Building Official, and Court Administrator. I have also attended monthly meetings with City Council and weekly meetings with the mayor. I always request and consider their perspectives of the strengths and weaknesses of City of Kemah PD and make myself available to them 24 hours a day, seven days a week. Furthermore, I continue to reinforce my relationships with city leaders by consulting with them before making various changes or improvements.

Timeline: 01 - 180 Days

Objective 1.4:

Meet with the leadership and staff.

Strategy: I will meet weekly initially and then quarterly with the leadership and staff for the specific purpose of hearing their voices, issues, concerns, and training suggestions with respect to the City of Kemah's Police Department.

ACHIEVED:

On October 6th, 2021, I held a meeting with our Command Staff in which we identified the needs of City of Kemah PD. I learned of various issues and concerns, including low departmental morale, stagnated career development, failure to address grievances and misconduct, inflexible schedules, little opportunity for training and education, lenient absent control policies, and ineffective communication. Since September 2021, I have conducted regular departmental meetings, monthly divisional meetings, and weekly one-on-one meetings with the leadership and staff of City of Kemah PD.

I have made it a priority to improve departmental morale, encourage career development by increasing officer specialization, settle grievances promptly with integrity and fairness, use progressive discipline to handle misconduct, accommodate reasonable time off requests, allow for specialized training and education, enforce absent control policies, and engage in transparent communication. Furthermore, whenever there is an opportunity for on-the-job training, I allow our Command Staff to be involved in my decision-making process to become better leaders and improve their management and supervision skills.

Timeline: 01 - 30 Days

Objective 1.5: Meet and greet with formal and informal community leadership.

Strategy: Beyond the initial introductions, I will schedule to meet face-to-face with formal and informal community leadership to hear their voices, concerns, and training suggestions to establish a close partnership and collaborative working relationship.

ACHIEVED:

First, since September 2021, I have met with formal and informal community leaders to give them the opportunity to directly share their issues and concerns with me. I have established collaborative working relationships with the Bay Area Alliance for Youth and Families, City Council, Clear Lake Area Chamber of Commerce, Galveston County Food Bank, Homeowners Associations, Kemah Citizen Police Academy Alumni Association, Kemah Kronies, Kemah Peace Officer Association, LaVace Stewart Elementary, League City Regional Chamber of Commerce, Mothers Against Drunk Driving, United Against Human Trafficking, and other community organizations.

Second, since September 2021, I have cultivated close partnerships with Art of Coffee, Bakkhuis Taverna, Cool Cow Creamery, Kemah Boardwalk, Luke's BBQ, Nam Thai Restaurant & Bar, Palapa Bar, Pizza Here, Prohibition 52, T-Bone Tom's, Tookies Burgers, VooDoo Hut, and other local business leaders. I have prioritized engaging with our citizens and community at every opportunity to listen to their perspectives, views, and expectations of City of Kemah PD.

Third, since September 2021, I have participated in and organized events for the benefit of the community, including the following:

- *National Night Out,
- *Coffee with Chief Jones,
- *Military & First Responders Salute,
- *Winter Wonderland,
- *Dress Like Your Future Self Day,
- *Shop with a Cop,
- *Christmas Boat Lane Parade,
- *Kemah Texas Farmers Market,
- *Trunk or Treat,
- *Thanksgiving Food Drive,
- *Bay Area Heart Walk,
- *Christmas Tree Giveaway,
- *Christmas Bicycle Drive,
- *Law Enforcement Appreciation Day,
- *No Refusal – Zero Tolerance DWI Initiative,
- *CVS Dedication & Ribbon Cutting Ceremony,
- *Human Trafficking Awareness Discussion,
- *Guns & Gals, and more.

Furthermore, I continue to meet face-to-face with formal and informal community leaders to reinforce our relationships.

Timeline: 01 - 180 Days

GOAL 02:

GOALS, OBJECTIVES, AND STRATEGIES

Introduce myself to the external/internal community stakeholders with the intent to establish community relationships to develop and cultivate collaborative partnerships early in my tenure, attend community meetings and utilize my “**Stop, Walk, Talk, Listen, and Learn**” community-oriented policing philosophy augmented with quarterly “meet and greet” opportunities.

Explanation: A salient function of City of Kemah PD is to create a sense of community that is conducive to the creation of a learning environment thusly leading to citizen and community success. Fostering credible and competent partnerships with our stakeholders, regardless of external or internal status, helps to accomplish this task. Additionally, we must demonstrate to our stakeholders, in every decision and initiative, that City of Kemah PD will be responsive to their concerns and issues.

As your Police Chief, I will not only implement Community Oriented Policing but also Problem-Oriented Policing as well. Leveraging the combined resources of our relationships and partnerships with our stakeholders to address periodic issues and concerns efficiently and competently is the very purpose of Problem-Oriented Policing. The strength of our relationships and partnerships with internal and external community stakeholders alike will enhance our delivery and rendition of customized public safety services to every community. The key is to develop and invest in these relationships prior to needing them.

Objective 2.1: Introduction of myself to local businesses, entertainment district personnel, neighborhood organizations.

Strategy: Schedule “Meet and Greet” events specifically for local businesses, management district personnel, and neighborhood organizations to listen to their concerns.

ACHIEVED: First, since September 2021, I have met with local businesses, entertainment district personnel, and neighborhood organizations to listen to their concerns, address their issues, and foster credible and competent partnerships.

I have cultivated relationships with most business establishments in the Kemah Lighthouse District, an area I have prioritized due to their number of calls for service. I have increased our presence in this area and implemented various crime-reduction strategies to address the concerns of local businesses and management personnel.

On October 19th, 2021, one of our Command Staff visited Toucan Alley to introduce herself and distribute flyers for upcoming events.

On November 12th, 2021, we partnered with several local businesses and collected donations for our Thanksgiving Food Drive. With the help of our citizens and community, we collected over 2,237 pounds of non-perishable food items for the Galveston County Food Bank. Their assistance in our Thanksgiving Food Drive granted us the opportunity to give to local families in need and ensure no family in our county went without food on Thanksgiving.

Second, since September 2021, I have participated in and organized events for residents and neighborhood organizations. On October 12th, 2021, one of our Command Staff and I attended a "Meet and Greet" event held by residents at Luke's BBQ.

On October 13th, 2021, I stopped by the weekly Kemah Texas Farmers Market to introduce myself to vendors who make locally sustained and homemade products. On Halloween, our leadership and staff organized a costume contest and handed out candy to children for Trunk or Treat.

On November 5th, 2021, our Command Staff and I attended the Military & First Responders Salute to honor and celebrate veterans of all military branches, first responders, and their families.

Also, on November 5th, 2021, we held an honorary induction ceremony for a child in our community.

On November 20th, 2021, our leadership and staff participated in the Bay Area Heart Walk. We provided traffic control and security while residents traversed the entire stretch of Kipp Avenue to raise funds and awareness for the American Heart Association.

On December 8th, 2021, we picked up 44 Christmas trees donated by our local Walmart for our Christmas Tree Giveaway. Our leadership and staff delivered the Christmas trees to local families and hardworking individuals in our community.

On December 12th, 2021, I participated in the 60th Anniversary Christmas Boat Lane Parade organized by the Clear Lake Chamber of Commerce.

On December 13th, 2021, I visited the Kemah Kronies at their Christmas Luncheon and White Elephant Gift Exchange.

On December 16th, 2021, we partnered with the Kemah Peace Officer Association for their annual Shop with a Cop event. With the help of generous donors in our community, we used donated funds to shop with children and their parents at our local Walmart.

On December 22nd and 23rd, 2021, we collected donations of new bicycles, helmets, and fishing supplies for our Christmas Bicycle Drive. We gave away almost 90 bikes to bring holiday joy to local families and non-profit organizations.

On January 13th, 2022, the Bay Area Alliance for Youth & Families, City Councilman Doug Meisinger, and I invited the public to attend a CVS Dedication & Ribbon Cutting Ceremony to commemorate the Chris Reed Memorial Medication Drop-Box. The Drop-Box is dedicated to the memory of former Chief of Police, Chris Reed, who was committed to the protection and safety of our community. To prevent improper use or disposal, residents now have a place to dispose of their unwanted over-the-counter medicines and prescription drugs. Furthermore, we continue to participate in and organize events to serve our citizens and community.

Timeline: 45 - 75 Days

Objective 2.2:

Attend scheduled community meetings

Strategy: I will develop a calendar of community meetings, so that I can arrange my schedule and prepare to attend each community meeting.

ACHIEVED:

Since September 2021, I have prioritized attending as many city functions and community events as possible. Our Command Staff and I have attended monthly meetings with community leaders such as the Bay Area Alliance for Youth and Families, City Council, Clear Lake Area Chamber of Commerce, Homeowners Associations, and Kemah Citizen Police Academy Alumni Association.

I have participated in meetings with citizens to listen to their safety concerns, and I have modified our patrol duties to address issues of visibility and presence in their neighborhoods. I have also established a close partnership with the Kemah Kronies, a social group for mature residents.

Our Command Staff and I have visited the Kemah Kronies at their monthly meetings to share information about ourselves and partake in conversations about the community we serve. Furthermore, I continue to participate in city functions and community events to develop and invest in our relationships with community stakeholders.

Timeline: 20 - 40 Days

Objective 2.3:

“Stop, Walk, Talk, Listen, and Learn” Leadership and Management

Strategy: I will personally utilize the “Stop, Walk, and Talk” method of interacting with our citizens and community.

Timeline: 01 - 30 Days

ACHIEVED:

Since September 2021, I have implemented the "Stop, Walk, Talk, Listen, and Learn" method of interacting with our citizens to demonstrate our commitment to community policing. I have made it a priority to build trust in the community and positively engage with residents at every opportunity.

On October 1st, 2021, our police personnel and I introduced ourselves to citizens at the Kemah Lighthouse District and Kemah Boardwalk.

On October 5th, 2021, we participated in National Night Out to heighten crime and drug prevention awareness and strengthen our relationship with the community.

Specifically, we asked residents and city leaders for the privilege to attend their personal get-togethers, family gatherings, neighborhood events, and Homeowners Associations. Our leadership and staff traveled throughout the city to engage with citizens and promote a greater understanding and familiarity between law enforcement and our community.

On New Year's Eve, I participated in foot patrol and citizen contacts for our No Refusal – Zero Tolerance DWI Initiative in the Kemah Lighthouse District.

We had extra patrol units out to keep the roadways safe and ensure that people celebrated responsibly and safely, and we continue to regularly patrol the Kemah Lighthouse District during peak and off-peak hours to monitor activity and maintain a strong presence in the area.

The results:

- *No DWI arrest – in the City of Kemah during our Initiative
- *No Motor Vehicle Accident/Crashes – in the City of Kemah during our Initiative
- *No Injuries – in the City of Kemah during our Initiative

Furthermore, our police personnel complete at least five citizen contacts a day, and as such, more residents personally know City of Kemah PD leadership and staff now than ever before.

Objective 2.4:

Police Chief “Chat & Coffee” with members of the Community.

Strategy: I will schedule on a quarterly basis a “Chat & Coffee” with members of the community. The purpose of “Chat & Coffee” with the Chief is to encourage ordinary and organic relationship development with individual members of the community. An equally important purpose is to listen to their voices, issues, concerns, and their respective long- and short-term solutions. Although each “Chat & Coffee” will be at different locations, anyone will be able to attend.

ACHIEVED:

On October 27th, 2021, I held the first Coffee with Chief Jones at Art of Coffee, a local coffee shop in Toucan Alley.

We advertised the event by canvassing door-to-door, distributing flyers, and sharing on social media. I invited residents to join me for coffee and conversation and gave them the opportunity to share their voices, issues, and concerns with respect to the City of Kemah PD.

On November 21st, 2021, we have scheduled the second Coffee with Chief Jones at Nam Thai Restaurant & Bar, a local Thai restaurant in the Kemah Lighthouse District.

Residents met and spoke with our Command Staff, and I answered questions about my strategic plan, mission, vision, values, goals, and objectives for the City of Kemah PD. Furthermore, I continue to schedule Coffee with Chief Jones on a quarterly basis to foster and develop our relationship with the community.

Timeline: 01 - 30 Days

GOAL 03:

GOALS, OBJECTIVES, AND STRATEGIES

Assess the current City of Kemah Police Department's leadership and supervision, administrative needs, develop an interim organizational chart, and start the process of filling critical staff and leadership positions.

Explanation: Deficiencies in transparent leadership, effective management, and proper supervision coupled with the failure to fill critical vacancies undermine an organization's ability to achieve its mission. Currently, City of Kemah PD has several positions that need to be filled. We must **hire the right person, for the right position, for the right reason!**

The hiring and assignment process must reflect the not only Community Oriented Policing, but Problem-Oriented Policing as well as an organization chart that reflects the needs of PD and its community.

Objective 3.1: Assess the quality of City of Kemah PD's leadership and supervision.

Strategy: I will interview each supervisor and review their personnel file and TCLEDDS file. I will further review their performance evaluations and disciplinary record. I will use extrapolated information for assignment purposes.

ACHIEVED: On October 1st, 2021, I hired a new Command Staff to ensure the growth and success of the City of Kemah PD.

Before each hire, I thoroughly assessed the quality of their leadership, management, and supervision skills. I interviewed each new hire, reviewed their personnel and TCLEDDS files, examined their performance evaluations, and inspected their disciplinary records. My review of each new hire served to assess their strengths, determine their weaknesses, identify training needs, and establish performance goals for their professional development.

Furthermore, I continue to hire police personnel, dispatchers, and unsworn personnel to fill critical staff and leadership positions and maintain the superior standards of City of Kemah PD.

Timeline: 01 - 90 Days

Objective 3.2: Determine City of Kemah PD's administrative needs.

Strategy: I will create a Criminal Investigation and Background Division, a Threat Assessment & Crime Prevention Unit, a Training Division with a Training Coordinator, a Property and Evidence Division, and NIBRS Compliance Unit, a Community Out-Reach Engagement (CORE) Division an Accreditation Manager and Incident Commander, and a Special Events Unit.

ACHIEVED: Since September 2021, I have created a Criminal Investigation and Background Division, a Training Division with a Training Coordinator, a Property and Evidence Division with a Property and Evidence Custodian, a Community Out-Reach Engagement (CORE) Division with a Community Engagement Supervisor, an Accreditation Manager and Incident Commander, and a Special Events Unit.

Specifically, our Criminal Investigation and Background Division conducts background checks and investigates cases.

Our Training Coordinator in the Training Division has revamped training procedures and created a new Field Training Officer (FTO) Program.

Our Property and Evidence Custodian in the Property and Evidence Division has conducted a comprehensive audit of property and evidence in our custody, restructured and organized our evidence room, and increased security and surveillance measures.

Our Community Engagement Supervisor in the Community Out-Reach Engagement (CORE) Division has developed community relationships and cultivated collaborative partnerships with local businesses, management personnel, and neighborhood organizations.

Our Accreditation Manager oversees the implementation of contemporary policy and procedures and conducts evaluation and compliance inspections in our pursuit to become dually accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Texas Police Chiefs Association (TPCA).

Our Incident Commander ensures that our leadership and staff are prepared to quickly respond to and effectively manage incidents using the approach of the National Incident Management System (NIMS).

Finally, our Special Events Unit participates in and organizes events to benefit our citizens and community. Furthermore, our Threat Assessment & Crime Prevention Unit and our NIBRS Compliance Unit are currently in development.

Timeline: 20 - 40 Days

Objective 3.3: Develop a “Stop, Walk, and Talk” interim Police Organizational Chart.

Strategy: I will create an interim police organizational chart that supports the continuity of public safety services while allowing training.

ACHIEVED: In September 2021, I created an interim police organizational chart that reflects the "Stop, Walk, Talk, Listen, and Learn" method of interacting with our citizens and community. It provides a clear set of guidelines for our police personnel, dispatchers, and unsworn personnel to understand their priorities, follow the chain of command, and support the administrative needs and expansion of the City of Kemah PD.

Timeline: 20 - 40 Days

Objective 3.4: Identify and initiate the process of filling critical staff/leadership roles.

Strategy: I will review the previous process for selecting and vetting internal/external candidates for promotion and make enhancements or modifications, if necessary. A review of their performance evaluations and disciplinary history will be necessary. I will then compile a list of meritorious candidates, conduct interviews, and then make an informed decision.

ACHIEVED:

In September 2021, I reviewed, modified, and enhanced the previous process for selecting and vetting internal/external candidates for hiring and promotion.

I implemented our talent acquisition strategy to recruit and retain qualified personnel.

In October 2021, I hired 13 people to fill critical staff and leadership roles, including police personnel, dispatchers, and unsworn personnel.

I also promoted existing leadership and staff to further their career development and support the growth of the City of Kemah PD.

Furthermore, I continue to maintain the quality of our leadership and staff by only selecting candidates who meet our rigorous standards and show a strong desire to achieve the goals of the City of Kemah PD.

Timeline: 30 - 60 Days

GOAL 04:

GOALS, OBJECTIVES, AND STRATEGIES

Evaluate and **assess all departmental policies, procedures, rules, and regulations**; then take immediate actions to secure compliance to statutory/procedural best practices via the successful **pursuit of accreditations**, and then appoint an Accreditation Manager while providing public access to our Policy Manual.

Explanation: My goal is to transform, the City of Kemah PD into a world-class premier model public safety organization. The implementation of law enforcement best practice policies, procedures, rules, regulations, and managerial philosophies enhance the transparency and accountability to our community and will accomplish this goal. Liability mitigation is also a vital aspect of managing the day-to-day operations of a law enforcement organization.

A world-class law enforcement agency must be resilient and flexible in considering every changing demand on public safety, crime trends, newly enacted legislation, procedural mandates, case law, investigatory methods, and advancements in technology.

For these very purposes, best practice policies assist with insulating City of Kemah PD from vicarious liability; therefore, enhancing risk management.

Objective 4.1: Create a “Policy & Procedure Assessment Team” to review our policies.

Strategy: I will create a team of departmental personnel consisting of sworn and unsworn staff of various ranks and assignments to review our policies and procedures and submit suggested changes (this will be an ongoing process).

ACHIEVED: In September 2021, I created a Policy & Procedure Assessment Team to ensure our policies evolve with the changing times and our procedures are compliant with best practices.

Furthermore, our Accreditation Manager is currently reviewing departmental policies and procedures and creating a new Standard Operating Procedure (SOP) for the City of Kemah PD.

Timeline: 01 - 60 Days

Objective 4.2: Initiate the process for obtaining National/State Police Accreditation.

Strategy: I will assess the feasibility of our ability to obtain the following accreditation and certifications (for example: IACLEA, CALEA, TPCA, PSCA, CCOCP)

- Commission on Accreditation for Law Enforcement Agencies
- Texas Police Chief Law Enforcement Best Practice
- Public Safety Communications Accreditation

ACHIEVED: Since September 2021, I have assessed and affirmed the feasibility of our ability to pursue dual accreditation.

Our Accreditation Manager has taken immediate action to secure compliance to statutory and procedural best practices via the successful pursuit of recognition by the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Texas Police Chiefs Association (TPCA).

Furthermore, our contracts for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and the Texas Police Chiefs Association (TPCA) have been signed and approved to move forward with accreditation.

Timeline: 60 - 90 Days

Objective 4.3: Establish an Accreditation Manager/Staff Inspector.

Strategy: I will designate and train a member of our staff as an Accreditation Manager/Staff Inspector to specifically oversee and ensure the implementation of contemporary policy and procedures. His/her additional duty will include evaluation and compliance inspections. The vital importance of risk mitigation necessitates the appointment of an individual that is dedicated to the drafting, editing, amending, and the implementation of public safety and law enforcement departmental best practices, policies, and procedures.

ACHIEVED: Since September 2021, I have fulfilled the position of Accreditation Manager with a highly qualified and accomplished peace officer with extensive experience in graduate-level research, global security, and loss prevention.

Our Accreditation Manager assesses City of Kemah PD policies and procedures, conducts evaluation and compliance inspections, and oversees our applications for accreditation. Furthermore, we expect to become accredited by October 2022, demonstrating our professional and progressive philosophy and compliance with best practices.

Timeline: 60 - 120 Days

Objective 4.4: Reflect Accountability/Transparency within City of Kemah PD's Policy Manual.

Strategy: I will ensure that City of Kemah PD's Policy and Procedure Manual will be completely accessible to our external/internal stakeholders and City of Kemah's community via City of Kemah PD's website and open records request.

ACHIEVED: Since September 2021, we have developed a website that will allow citizens to learn about our services and upcoming events, request senior welfare checks, sign up for vacation watch, subscribe to patrol alerts, view Monthly Activity and Geospatial Reports, give compliments and complaints, and more.

Once completed, our website will allow our external/internal stakeholders and the City of Kemah's community to easily access our Policy and Procedure Manual and make open records requests.

Furthermore, our website will ensure accountability and provide transparency for the entire City of Kemah PD.

Timeline: 90 - 180 Days

GOAL 05:

GOALS, OBJECTIVES, AND STRATEGIES

Evaluate City of Kemah PD's strengths, weaknesses, opportunities, and threats (S.W.O.T.) to develop strategies to build on said strengths/opportunities, while addressing weaknesses/threats, and to conduct Crime Prevention Surveys.

Explanation: City of Kemah's clearly established mission, vision, and core values provide an excellent foundation for the successful management and leadership of City of Kemah PD; however, a comprehensive knowledge of specifically articulated strengths and weaknesses of City of Kemah PD will allow us to rehabilitate our weaknesses, while simultaneously enhancing our strengths.

As your Police Chief, I will need to determine City of Kemah's level of crime risk to aid in my recognition and anticipation of criminal activity and patterns of crime with the specific intent of mitigating the occurrence of such. City of Kemah PD is tasked with the responsibility to (1) deter crime; (2) develop and execute crime reduction strategies to minimize the motivation and opportunity to engage in criminal activity.

Notable identified deficiencies in our safety and security can be addressed by deploying innovative and strategic methods. For example, an awareness of our internal/external reputation for professional competency is pertinent when developing a personalized community-oriented policing program that emphasizes transparency and accountability.

Objective 5.1: I will use the "S.W.O.T." Assessment Protocol to clearly identify City of Kemah PD's strengths and weaknesses.

Strategy: We will use focus groups, supervisors, sworn and unsworn City of Kemah PD staff to provide feedback and input on the current perceived internal/external Departmental strengths, weaknesses, opportunities, and threats

ACHIEVED: In September 2021, I used the "S.W.O.T." Assessment Protocol to identify areas of improvement for the City of Kemah PD.

I conducted frequent meetings with leadership and staff to hear their feedback and input on our perceived strengths, weaknesses, opportunities, and threats.

I learned of various issues and concerns, including community distrust, failure to take advantage of social media and technology, lack of community engagement, rise in crime, overlooked officer safety and wellness, outdated policies and procedures, minimal oversight, and few opportunities to pursue education and training.

Since September 2021, I have addressed these issues and concerns by mandating citizen contacts for our police personnel, utilizing social media, and acquiring innovative technology, participating in, and organizing community events, implementing various crime-reduction strategies, prioritizing officer safety and wellness, updating policies and procedures to comply with best practices, increasing oversight, and providing more opportunities for education and training.

Furthermore, I continue to listen to the feedback and input of our leadership and staff to improve the operations of the City of Kemah PD.

Timeline: 30 - 90 Days

Objective 5.2: Conduct “Threat Assessments and Crime Prevention Surveys” for each District and publish results to my supervisor.

Strategy: I will conduct a formal review and analysis of the current safety and security conditions of our facilities, educational activities, and available technology to determine their protection efficacy (this is an ongoing process).

ACHIEVED: In September 2021, I identified and addressed the safety and security conditions of our facilities, educational activities, and available technology.

Specifically, I conducted a preliminary site survey and identified several deficiencies, including building and computer security.

To address these deficiencies, I restricted the issuance of door codes, installed interior and exterior cameras, designated specific parking areas for police vehicles, and implemented security changes to departmental emails.

In addition, I conducted geospatial reports to monitor geographic trends in crime and implemented a beat integrity model for the responsive deployment of our police personnel.

Specifically, I created assigned districts (BEAT INTEGRITY) to increase our visibility, reduce response time, and direct patrol of business and residential areas.

Furthermore, our "Threat Assessments and Crime Prevention Surveys" for each district are currently in development, and once completed, will be shared with city leaders.

Timeline: 01 - 90 Days

GOAL 06:

GOALS, OBJECTIVES, AND STRATEGIES

Determine City of Kemah Police PD's alignment with the **6 Pillars of 21st Century Policing**.

Explanation: The 6 Pillars of 21st Century Policing suggest that law enforcement organizations engage their communities and concentrate their efforts in building:

- trust and legitimacy.
- social media and technology.
- community policing and crime reduction.
- officer safety and wellness.
- policy and oversight.
- education and officer training.

City of Kemah PD's community-oriented policing strategy will likewise reflect the letter and the spirit of the 6 Pillar of 21st Century Policing.

Objective 6.1: I will ensure that City of Kemah PD's strategic plan, mission, vision, values, goals and objections, policies, procedures, rules, and regulations are in strict alignment with the philosophy espoused through the 6 Pillars of 21st Century Policing.

Strategy: I will seek and identify credible evidence of City of Kemah PD's procedural and managerial compliance with each of the 6 Pillars of 21st Century Policing. Evidence of compliance will be reflected in City of Kemah PD's Quarterly and Annual Report (this will be an ongoing process).

ACHIEVED: Since September 2021, I have identified and assessed City of Kemah PD's procedural and managerial compliance with each of the 6 Pillars of 21st Century Policing. I have reviewed, modified, and enhanced our policies and procedures to support City of Kemah PD's community-oriented policing strategy.

Furthermore, I continue to align our efforts with the 6 Pillars of 21st Century Policing by building trust and legitimacy, utilizing social media and technology, prioritizing community policing and crime reduction, ensuring officer safety and wellness, improving policy and oversight, and investing in education and officer training.

Strategy: I will ensure, moving forward, that all of City of Kemah PD's policies will align with the mission, vision, and core values of City of Kemah's community. Our actions must foster trust and cultivate the well-being of our officers. Under my leadership, City of Kemah PD will invest in training, embrace new innovative technologies, and make community engagement a priority (this will be an ongoing process).

ACHIEVED: First, since September 2021, I have prioritized building trust and legitimacy in the community.

Specifically, I release Monthly Activity Reports to ensure transparency and ownership of every call for service.

Every Monthly Activity Report details our patrol activities, citizen contacts, calls for service, traffic enforcement, citations and warnings, warrant executions, criminal arrests, security checks, offenses and incidents, and Geospatial Reports.

Every Monthly Activity Report also reveals the number of hours of free law enforcement services provided by reserve officers and summaries of any significant incidents during the evaluation month.

Second, since September 2021, I have prioritized utilizing social media and technology. I have embraced and expanded our social media presence to include *Facebook, Instagram, LinkedIn, Nextdoor, Twitter, and YouTube*.

We regularly update our citizens and community to ensure they stay informed of our recent activity, upcoming events, and ongoing programs. We also release crime and traffic reports, provide weather alerts and advisory notices, share surveys to gather community input, and publish photos of our community events.

We are also developing a website that will allow citizens to learn about our services and upcoming events, request senior welfare checks, sign up for vacation watch, subscribe to patrol alerts, view Monthly Activity and Geospatial Reports, give compliments and complaints, and more.

In addition, we plan to publish a quarterly newsletter that will inform the community about our recent developments, accomplishments, and successes.

Third, since September 2021, I have prioritized community policing and crime reduction. Specifically, I have implemented the "Stop, Walk, Talk, Listen, and Learn" method of interacting with our citizens and community by promoting a communicative environment and culture and encouraging residents to openly discuss their concerns and provide direct and honest feedback.

I have enhanced our proactive work in the community by mandating citizen contacts, increasing patrols in residential and business areas, and assigning more police personnel to the Kemah Lighthouse District.

Fourth, since September 2021, I have prioritized ensuring officer safety and wellness. I have designated dispatch as our command center for radios, tasers, body cameras, and fleet to ensure proper use and maintenance of equipment.

I have required leadership and staff to sign in and out police vehicles to track their costs, maintenance, and wear and tear. I have conducted ballistic vest fitting, provided new and serviceable duty gear, redesigned, and reissued identifications, and replaced or repaired damaged equipment.

I have also revived the reserve officer program (cost saving of \$30,000.00 to the city) to assist full-time officers with day-to-day patrol operations and provide more coverage for special events.

Fifth, since September 2021, I have prioritized improving policy and oversight.

Specifically, I have hired an Accreditation Manager to review policies and update procedures, create a new Standard Operating Procedure (SOP), take immediate action to ensure compliance with best practices, and pursue dual accreditation.

I have eliminated physical paperwork for arrests to reduce clutter, minimize waste, and increase efficiency.

I have also created new forms for the upcoming Camera Registry Program, Daily Activity Reports, Daily Roll Call, Donor Contributions, Field Training Officer (FTO) Program, Geospatial Reports, Monthly Activity Reports, Off-Duty Requests, Overtime Requests, Significant Event Reporting, Time and Attendance Records, Training Requests, Unfit for Secondary Unemployment, Use of Force, Vacation Watch, and more.

In addition, I have created manuals for our new programs, including the Internship Program and Field Training Officer (FTO) Program.

Sixth, since September 2021, I have prioritized investing in education and officer training. I have provided free education and training opportunities to police personnel, dispatchers, and unsworn personnel.

I have created a new Field Training Officer (FTO) Program and offered a free De-escalation Technique Course.

I have encouraged our police personnel to become certified by the International Police Mountain Bike Association (IPMBA), Texas Association of Property and Evidence Inventory Technicians (TAPEIT), Texas Commission on Law Enforcement (TCOLE), and more.

Furthermore, I continue to make changes and improvements to the City of Kemah PD to demonstrate our commitment to community policing and establish our public safety organization as a model of excellence.

Timeline: 30 - 180 Days

GOAL 07:

GOALS, OBJECTIVES, AND STRATEGIES

Implement a “*Talent Acquisition Strategy*” that is specifically designed to recruit qualified personnel and to identify and acquire critical resources like innovative technology, contemporary (internal/external) training, alternative funding sources, while ensuring **continuous communication with all City of Kemah’s community.**

Explanation: City of Kemah serves a multi-faceted, multi-cultural community. The strength of its commitment to diversity must be reflected in all decisions including recruitment, selection, training, assignment, and promotion. To address the changes (expectations) in contemporary policing, City of Kemah PD must avail its personnel of extensive training. With limited budgetary resources, City of Kemah PD must seek alternative funding sources to augment our delivery of public safety services and make capital expenditures. To foster transparency and accountability law enforcement agencies should regularly communicate their actions to their community.

Objective 7.1: Increase quality by recruiting and retaining talented personnel.

Strategy: I will commit my time and energy to the following:

- Designating a Recruiting Liaison to Universities/Colleges
- Enhancing City of Kemah PD’s stellar professional reputation
- Creating a recruitment video that showcases our culture/diversity
- Creating career development opportunities w/specialized divisions
- Negotiate for incentive and comparable compensation for all staff
- Streamlining the hiring process for ideal applicants and candidates
- Survey applicants to identify those incentives/benefits that matter
- Growing our own candidates (Internship Program/Police Academy)
- Creating an Internship Program and Youth Interaction Counsel
- Establishing Partnerships with Minority Police Officer Associations
- Establishing Partnerships with Women Police Officer Associations

ACHIEVED: First, since September 2021, I have designated a Recruiting Liaison to visit local Law Enforcement Academies to speak with cadets about a possible future with the City of Kemah PD.

Second, since September 2021, I have enhanced the City of Kemah PD's stellar professional reputation by making visible changes to our appearance and representation, including updating uniforms, providing new and serviceable duty gear, restriping our police vehicles, releasing professional portraits of leadership and staff, and increasing our social media presence.

Third, since September 2021, I have created career development opportunities and specialized divisions such as the Criminal Investigation and Background Division, Training Division, Property and Evidence Division, Community Out-Reach Engagement (CORE) Division, and Special Events Unit.

I have also created new positions, such as Community Engagement Supervisor, Accreditation Manager, and Incident Commander.

Fourth, since September 2021, I have streamlined the hiring process for ideal candidates by conducting in-depth, face-to-face, and one-on-one interviews. I have surveyed applicants to identify the incentives and benefits that matter most to them, and I hope to negotiate for increased pay and comparable incentives to help recruit and retain talented personnel.

I have also advertised our open positions on online job portals and social media, and I hope to grow our candidates through our new Internship Program.

Fifth, since September 2021, I have reached out to various organizations, including the National Organization of Black Law Enforcement Executives (**NOBLE**), National Organization of Black Women in Law Enforcement (**NOBWLE**), National Association of Blacks in Criminal Justice (**NABCJ**), National Latino Peace Officers Association (**NLPOA**), International Association of Women Police (**IAWP**), National Association of Women Law Enforcement Executives (**NAWLEE**), Association of Women in Law Enforcement of Texas, American Criminal Justice Association–Lambda Alpha Epsilon (**ACJA-LAE**), and Alpha Phi Sigma.

Furthermore, I am currently developing our Bike Patrol Unit, Emergency Response Unit, Youth Interaction Counsel, and creating a recruitment video that showcases our culture and diversity.

Timeline: 60 - 90 Days

Objective 7.2: Acquire helpful innovative technology to serve our community.

Strategy: I will vet the utility of the following technology:

- **Mobile APP** - accessible by smartphone/desktop for security alerts
- **Social Media Sentinel** - social media monitoring software
- **IP-Compatible Cameras** - Surveillance, Traffic, and Evacuation
- **Body Worn Camera Upgrades** - made available to security staff
- **Update Police Report Writing Software** - registering property
- **Mobile Data Terminals (MDT)** - with ticket-writing compatibility

ACHIEVED: Since September 2021, we have developed a website that will allow citizens to learn about our services and upcoming events, request senior welfare checks, sign up for vacation watch, subscribe to patrol alerts, view Monthly Activity and Geospatial Reports, give compliments and complaints, and more.

We have also partnered with LoJack by Spireon, a nationwide stolen vehicle recovery system. It is the industry's leading GPS technology, the ultimate vehicle theft protection system, and the only stolen vehicle recovery system directly integrated with law enforcement.

Furthermore, we are in the process of evaluating our budgetary constraints and vetting the utility of helpful and innovative technology, including Social Media Sentinel, IP-Compatible Cameras, Body Worn Camera Upgrades, Police Report Writing Software, and Mobile Data Terminals (MDT).

Timeline: 01 - 90 Days

Objective 7.3:

Ensure City of Kemah PD's personnel receive relevant training.

Strategy: I will guide City of Kemah PD employees to receive the following training:

- Community Oriented Policing Training
- Cultural Diversity and Cultural Competency Courses
- Emotional Intelligence Training
- Implicit Bias Training
- De-escalation Technique Courses
- Field Training Officer (FTO) Program Training.
- Duty to Intervene Training
- Crisis Intervention Training Courses
- Civilian Interaction Training (C.I.T.)
- Field Operations Training Program
- Active Law Enforcement Rapid Response Training (ALERRT)
- Veteran Crisis Intervention Training (V.C.I.T.)
- Gender-Based Violence Response Training.

ACHIEVED:

Since September 2021, I have prioritized the education and training of the City of Kemah PD.

For example, I have created a new Field Training Officer (FTO) Program with revamped training procedures.

On October 29th, 2021, I offered a free De-escalation Technique Course that explained the purpose and focus of de-escalation training, identifying someone in crisis, and the Critical Decision-Making Model (CDM).

I have encouraged our police personnel to become certified by the International Police Mountain Bike Association (IPMBA), Texas Association of Property and Evidence Inventory Technicians (TAPEIT), Texas Commission on Law Enforcement (TCOLE), and more.

On November 11th, 2021, two of our officers completed the International Police Mountain Bike Association (IPMBA) Police Cyclist Course in preparation for our Bike Patrol Unit.

Furthermore, I plan to offer Community Oriented Policing Training, Cultural Diversity and Cultural Competency Courses, Emotional Intelligence Training, Implicit Bias Training, Duty to Intervene Training, Crisis Intervention Training Courses, Civilian Interaction Training (C.I.T.), Field Operations Training Program, Active Law Enforcement Rapid Response (ALERRT), Veteran Crisis Intervention Training (V.C.I.T.), and Gender-Based Violence Response Training.

Timeline: 90 - 180 Days

Objective 7.4: Identify and seek alternative funding options.

Strategy: I will assess the feasibility of grant opportunities.

ACHIEVED: Since September 2021, I have sought to address the feasibility of grant opportunities.

We are currently applying to several grant programs to alleviate our budgetary constraints, including the Rifle-Resistant Body Armor Grant Program, Body-Worn Camera Policy, and Implementation Program (**BWC PIP**), State Homeland Security Program (**SHSP**), Internet Crimes Against Children (**ICAC**) Task Force Program, Southwest Border (**SWB**) Rural Law Enforcement Assistance Program, and Office on Violence Against Women (**OVW**) Grant Programs.

Furthermore, we continue to identify alternative funding options from the U.S. Department of Justice (DOJ), Office of Justice Programs (OJP), Bureau of Justice Assistance (BJA), Office of the Texas Governor, and Texas Public Safety Office (PSO).

Timeline: 20 - 150 Days

Objective 7.5: Ensure training/educational opportunities for Staff.

Strategy: I will ensure these courses are open to the public:

- Civilian Response to Active Shooter Events (C.R.A.S.E.).
- Civilian Interaction Training (C.I.T.).
- State and Federal Legislative Updates
- RAD Courses/Kids RAD (once available) – Self Defense Courses
- De-escalation Technique Courses

ACHIEVED: Since September 2021, I have prioritized the education and training of our staff, citizens, and community.

On October 29th, 2021, I offered a free De-escalation Technique Course that explained the purpose and focus of de-escalation training, identifying someone in crisis, and the Critical Decision-Making Model (CDM).

On January 13th, 2022, we partnered with United Against Human Trafficking to present a Human Trafficking Awareness Discussion.

On January 29th, 2022, we are hosting Guns & Gals, a Women-Only Firearm Orientation and Familiarization Course.

Furthermore, I plan to offer more training and educational opportunities to the public, including Civilian Response to Active Shooter Events (C.R.A.S.E.), Civilian Interaction Training (C.I.T.), State and Legislative Updates, and Rape Aggression Defense (RAD) System Courses.

Timeline: 90 - 180 Days

Objective 7.6:

Ensure frequent communication with staff and the community.

Strategy: A Police Newsletter will be published quarterly. A Critical Incident Briefing will be conducted, as needed. I will ensure we have a viable interactive website.

ACHIEVED:

Since September 2021, I have prioritized maintaining frequent communication with staff and the community.

Specifically, I have embraced and expanded our social media presence to include Facebook, Instagram, LinkedIn, Nextdoor, Twitter, and YouTube.

We regularly update our citizens and community to ensure they stay informed of our recent activity, upcoming events, and ongoing programs.

We also release crime and traffic reports, provide weather alerts and advisory notices, share surveys to gather community input, and publish photos of our community events.

We are also developing a website that will allow citizens to learn about our services and upcoming events, request senior welfare checks, sign up for vacation watch, subscribe to patrol alerts, view Monthly Activity and Geospatial Reports, give compliments and complaints, and more.

In addition, we plan to publish a quarterly newsletter that will inform the community about our recent developments, accomplishments, and successes.

Also, the City of Kemah elected officials and city leadership staff receive “Critical Incident Notifications” of significant city-wide events.

Strategy: I will submit a **90 Day Plan Progress Report**, in 90 days. I will submit a Racial Profiling Report on March 1st. I will submit an Emergency Response Plan in 180 Days. I will ensure that our staff and community have the option to file complaints/compliments online.

ACHIEVED:

On December 12th, 2021, I invited the public to attend a Transition Plan Update and Conversation with the City of Kemah PD leadership and staff.

It was an opportunity for residents to openly discuss and inquire about topics like Field Operations, Police Administration, Criminal Investigations, Internal Affairs, Training, Community Outreach, Communications, and Records.

I also presented my 90 Day Plan Progress Report, and I plan to submit a Racial Profiling Report and Emergency Response Plan. Furthermore, once our website is complete, our staff and community will have the option to file complaints and compliments online.

Timeline: 90 - 180 Days

GOAL 08:

GOALS, OBJECTIVES, AND STRATEGIES

Identify and review all emergency preparedness plans and identify the role of the City of Kemah's Police Department in each plan; integrate all individual emergency preparedness plans into one comprehensive emergency response plan; and determine the availability of emergency response equipment, training, and other related emergency management protocols.

Explanation: An emergency response to critical incidents or natural disasters must reflect the thoughtful analysis of the strengths and weaknesses of previous responses considering preparation, available resources, and manpower.

Tailored emergency response plans are efficient and effective when all pertinent parties have predetermined assigned roles and responsibility and the tools and resources necessary to carry out such tasks. When managing a multi-location response to a critical incident the incident commander must have a synergy of thought and action. This synergy of thought must be reflected in one comprehensive emergency response plan.

The avoidance of duplication and redundancy redirects our energy to obtain appropriate emergency response equipment and provides strategic guidance for pursuing necessary emergency response training for all department personnel regardless of rank, title, position, sworn, or unsworn.

Objective 8.1: Identify and review all location specific city emergency preparedness plans (ERP) and identify and review all city-wide emergency preparedness plans.

Strategy: I will collect and inspect, for completeness, each emergency response plan. I will also ensure that each plan is accessible to City of Kemah's public safety personnel that are assigned to each location.

ACHIEVED: Since September 2021, I have identified and reviewed location-specific and city-wide emergency response plans (ERP).

After collecting and inspecting each emergency response plan, I have identified several deficiencies and determined that additional resources and equipment are needed to respond to emergencies such as a HAZMAT event, Mass-Casualty incident, Active Shooter scenario, or natural disaster.

I have also designated an Incident Commander, and our Threat Assessment & Crime Prevention Unit is in development.

Furthermore, I continue to establish cooperative agreements with surrounding cities, nearby law enforcement agencies, and local school districts to request and aid in an emergency.

Timeline: 30 - 60 Days

Objective 8.2: I will ensure that all City of Kemah ERPs are created in a manner that reflects best practices in ERP protocols and preparation.

Strategy: I will designate a primary City of Kemah PD “Incident Commander” that will be vested with the authority to research, edit and update all ERP with consultation from City of Kemah’s Emergency Management, Risk Management, and the respective community effected.

ACHIEVED:

Since September 2021, I have designated an Incident Commander vested with the authority to research, edit, and update all emergency response plans (ERP) with consultation from the City of Kemah's Emergency Management, Risk Management, and the respective community affected.

Furthermore, I have prioritized establishing collaborative agreements with surrounding cities, nearby law enforcement agencies, and local school districts to review, modify, and enhance their emergency response plans (ERP).

Timeline: 60 - 90 Days

Objective 8.3:

I will, furthermore, ensure that appropriate ERP supplies are available at each location and stockpiled at City of Kemah PD Headquarters.

Strategy: I will ensure that City of Kemah PD have a surplus of ready to eat meals, water, first aid supplies, blankets, and batteries. I will also strongly encourage each location to have an alternative means of food preparation.

ACHIEVED:

Since September 2021, I have ensured that appropriate emergency response plan (ERP) supplies are available and stockpiled at the City of Kemah PD. Currently, we have stockpiled water, first aid, and other supplies that are ready to be repositioned.

We are also prepared to locate, acquire, and position additional supplies before any possible emergency or natural disaster. Furthermore, I plan to acquire more emergency response plan (ERP) supplies, including ready-to-eat meals, blankets, and batteries.

Timeline: 60 - 90 Days

Objective 8.4:

I will ensure that 100% of City of Kemah’s public safety personnel, regardless of their rank or title, are trained and qualified on the incident command structure (ICS) with respect to the national incident management system (NIMS).

Strategy: I will ensure every employee of City of Kemah PD complete:

- ICS Course-100: Introduction to the Incident Command System
- ICS Course-200: ICS for single Resources & Int. Action Incidents
- ICS Course-700: National Incident Management System
- ICS Course-800: National Response Framework

ACHIEVED:

Since September 2021, the 100% of City of Kemah PD's public safety personnel (regardless of their rank or title, have been trained and qualified on the Incident Command Structure (ICS) with respect to the National Incident Management System (NIMS)).

Almost all City of Kemah PD leadership and staff have completed ICS Course-100: Introduction to the Incident Command System, ICS Course-200: ICS for Single Resources & Initial Action Incidents, ICS Course-700: National Incident Management System, and ICS Course-800: National Response Framework. Furthermore, almost all City of Kemah PD leadership and staff have completed training on the Public Information Act and Open Meetings Act.

Timeline: 01 - 30 Days

Objective 8.5:

I will ensure that 100% of all supervisory personnel will receive advanced supervisory and management training with respect to the incident command structure (ICS) and the national incident management system (NIMS).

Strategy: I will ensure that every supervisor of City of Kemah PD complete:

- ICS Course – 300: Intermediate ICS for Expanding Incidents
- ICS Course – 400: Advanced ICS for Command and General Staff

ACHIEVED:

Since September 2021, I have completed all the ICS Courses, including ICS Course-100: Introduction to the Incident Command System, ICS Course-200: ICS for Single Resources & Initial Action Incidents, ICS Course-300: Intermediate ICS for Expanding Incidents, ICS Course-400: Advanced ICS for Command and General Staff, ICS Course-700: National Incident Management System, and ICS Course-800: National Response Framework.

I have also completed training on the Public Information Act and Open Meetings Act. Furthermore, our City of Kemah PD leadership is instructed to complete ICS Course-300: Intermediate ICS for Expanding Incidents and ICS Course-400: Advanced ICS for Command and General Staff as soon as possible.

I will ensure that we schedule said training for the remainder of the command staff as scheduling and courses allow.

Timeline: 30 - 120 Days

GOAL 09:

GOALS, OBJECTIVES, AND STRATEGIES

Establish and maintain effective collaborative relationships with law enforcement officials from surrounding Cities, Precincts, School Districts, Colleges/Universities, and **negotiating “Memorandums of Understanding”**.

Explanation: Collaborating with surrounding law enforcement agencies and developing partnership are vital to City of Kemah PD’s overall successful attainment of its mission to provide for the protection, health, welfare, and safety of our community.

I believe that strong relationships within the public safety community will avail City of Kemah PD of additional training opportunities, investigatory resources, relevant crime patterns, and emergency preparedness techniques.

Objective 9.1: Create a line of direct communication to city, county, state, and local law enforcement, and public safety leaders.

Strategy: I will meet with each Police Chief, Sheriff, Constable, Fire Marshall, and District Attorney in each jurisdiction that City of Kemah operates, leases, rents, or owns property.

The purpose of my initial meeting will be to inform them of the transition of executive police leadership, to seek their support in accomplishing City of Kemah’s mission, discuss relevant public safety concerns, and the feasibility of developing collaborative partnerships.

ACHIEVED: Since September 2021, I have met with every Police Chief, Sheriff, Constable, Fire Marshall, and District Attorney in each jurisdiction that the City of Kemah operates, leases, rents, or owns property.

Specifically, I have established and maintained collaborative partnerships with various law enforcement agencies, including Seabrook PD, Clear Lake Shores PD, League City PD, Galveston County Sheriff’s Office, Galveston County Constable Precinct 4, and Galveston County District Attorney’s Office.

I have also reached out to neighboring law enforcement agencies and requested existing copies of Memorandums of Understanding (MOU) between the City of Kemah PD and their respective agencies.

Since September 2021, I have negotiated a Memorandum of Understanding (MOU) with Seabrook PD, who have agreed to assist us if our CAD system fails during a power outage or natural disaster.

I have also negotiated a Memorandum of Understanding (MOU) with League City PD, who have agreed to assist us with investigations of fatal traffic incidents.

In addition, I have negotiated a Memorandum of Understanding (MOU) with the Galveston County Sheriff’s Office for mutual aid assistance. They have assisted us with several recent investigations, and we have helped them conduct an undercover sting operation.

Furthermore, the City of Kemah PD has other unwritten mutual agreements to aid and receive aid from surrounding law enforcement agencies, and we continue to maintain a direct line of communication with local, city, county, and state law enforcement and public safety leaders.

Timeline: 20 - 40 Days

Objective 9.2: Meet with other relevant government agencies within the city, county, and state.

Strategy: I will meet with other governmental public safety officials with the intent to develop a line of communication with them and eventually creating a partnership.

ACHIEVED: Since September 2021, I have met with relevant government agencies within the city, county, and state.

Specifically, I have established and maintained collaborative partnerships with the Texas Department of Public Safety (TxDPS), Texas Comptroller of Public Accounts, Federal Bureau of Investigation (FBI), and more. We have received assistance from the Texas Department of Public Safety (TxDPS) on traffic-related issues, and we plan to join the Texas Comptroller's Tobacco Enforcement Program.

Furthermore, we continue to meet with public safety officials to develop an open and direct line of communication and foster synergistic working relationships.

Timeline: 20 - 40 Days

Objective 9.3: Meet with all School District and Charter School Public Safety Officials.

Strategy: I will identify all public safety or law enforcement personnel officials from School Districts, Public and Private, and Charter School and schedule to meet with them to develop a line of open communication purposed with the intention to establish effective partnerships.

ACHIEVED: Since September 2021, I have identified all public safety or law enforcement personnel officials from nearby School Districts, Public and Private, and Charter Schools.

For example, I have met and developed an open and direct line of communication with the Galveston County Sheriff's Office School Liaison Division. I have also established a collaborative partnership with LaVace Stewart Elementary.

Our leadership and staff have visited LaVace Stewart Elementary on numerous occasions to introduce ourselves, walk the premises, and attend special events.

On October 8th, 2021, one of our Command Staff met with the Vice Principal of LaVace Stewart Elementary and introduced herself as our Public Information Officer.

On October 28th, 2021, I visited LaVace Stewart Elementary and spoke with the principal about the future of the school and the City of Kemah PD.

On November 5th, 2021, one of our Command Staff attended Picture Day at LaVace Stewart Elementary and spoke with a representative from their Parent-Teacher Association.

On November 17th, 2021, one of our Command Staff walked the premises of LaVace Stewart Elementary and assessed their ability to respond to a potential Active Shooter scenario.

On November 17th, 2021, our Command Staff and I attended the Open House at LaVace Stewart Elementary.

On November 18th, 2021, one of our Command Staff attended Dress Like Your Future Self Day at LaVace Stewart Elementary to spend time with some future law enforcement officers.

On November 18th, 2021, one of our Command Staff contacted LaVace Stewart Elementary School about bringing the City of Kemah PD's Canine Unit to assist with their Forensic Class.

On December 10th, 2021, our leadership and staff attended LaVace Stewart Elementary's Winter Wonderland to set up a booth, organize activities for students, arrange a visit from Santa Claus, and provide security for the event.

On December 16th, 2021, LaVace Elementary School conducted a Mock Lockdown Drill, and our Command Staff and I participated in a debrief afterward.

Finally, on January 10th, 2021, our leadership and staff attended a breakfast at LaVace Stewart Elementary in honor of Law Enforcement Appreciation Day.

Furthermore, we continue to conduct mock lockdown drills and patrol the premises of LaVace Stewart Elementary every day (resolving Knox Box and 911 Calls issues from the school currently).

Timeline: 60 - 90 Days

Objective 9.4: Meet with all local university and college law enforcement officials.

Strategy: I will identify all local university and college law enforcement officials and schedule to meet with them to develop a line of open communication purposed with the intend to establish effective partnerships.

ACHIEVED: Since September 2021, I have met with local university and college law enforcement officials. I have established effective partnerships with College of the Mainland (COM), Alvin Community College (ACC), Houston Community College (HCC), University of Houston (UH), Texas Southern University (TSU), and other educational institutions in the Greater Houston area. I have also designated a Recruiting Liaison to visit local Law Enforcement Academies to speak with cadets about a possible future with the City of Kemah PD. Furthermore, I continue to recruit for our new Internship Program at local universities and colleges.

Timeline: 60 - 90 Days

GOAL 10:

GOALS, OBJECTIVES, AND STRATEGIES

Utilize collaborative leadership and results-based management to create a community environment that is conducive to achieving the mission, vision, and core values of City of Kemah.

Explanation: The City of Kemah PD has established a respected and progressive community-oriented philosophy that is committed to the professional and competent rendition of public safety services with respect, integrity, and competency. Under my leadership, I will ensure that “unity” is demonstrated in every facet of our community outreach.

The City of Kemah’s mission and vision statement clearly identify those priorities it deems essential for community success. As your Chief of Police, our team of highly qualified and dedicated public servants will be committed to ensuring the realization of City of Kemah’s mission and vision. I will also safeguard the actualization of City of Kemah’s core values, strategic plan, and goals and objectives previously established by the community and the police department.

Objective 10.1: Articulate to the City of Kemah Community and Police Department my vision for the future.

Strategy: Our leadership staff, within the Police Department will work with all sworn and unsworn staff in a synergistic manner to review and update, if necessary, City of Kemah PD’s current vision and mission statements. During the transitional period, City of Kemah PD will sustain the level of high-quality rendition of public safety services to our community. An improved, mission or vision statement will be shared with external/internal community stakeholders.

I will also conference with our police personnel (sworn/unsworn) to discuss their career development, both academic and professional.

ACHIEVED: Since September 2021, I have encouraged residents and city leaders to openly discuss and inquire about the City of Kemah PD's core values, vision, goals, and objectives.

I have prioritized listening to their voices, issues, and concerns with respect to the City of Kemah PD's ability to provide for our community's protection, health, welfare, and safety. I have also inquired into our leadership and staff's perspectives, views, and expectations with respect to the City of Kemah PD's mission and vision statements.

In addition, I have presented my 90 Day Plan Progress Report, which afforded internal and external stakeholders the opportunity to gauge and evaluate my transitional progress and the achievement of my previously outlined goals, objectives, and utilized strategies.

Furthermore, we have expressed our mission to remain devoted to protecting life, property, and individual liberties, while enhancing the quality of life for the community we serve. To achieve this, we are committed to forming and promoting beneficial partnerships with each other and those we serve.

Timeline: 1 - 180 Days

Objective 10.2: Identify the essential core values of the City of Kemah PD.

Strategy: We will use focus groups, sworn and unsworn City of Kemah PD personnel to review current core values to determine if updates to our core values are necessary, considering contemporary police practices.

ACHIEVED: Since September 2021, we have articulated to our staff, citizens, and city leaders the City of Kemah PD's vision for the future.

We have emphasized that the City of Kemah PD champions diversity, training, and education for our officers and our community.

We also exercise extreme ownership of our public safety duties and the mission, vision, and core values of City of Kemah PD.

Furthermore, we prioritize building trust and legitimacy with the community, successfully obtaining dual accreditation, communicating with residents frequently and consistently, using evidence-based strategies to improve our crime rates, and implementing viable public safety initiatives.

Timeline: 20 - 40 Days

Objective 10.3: Evaluate the City of Kemah PD's mission statement and its alignment with City of Kemah's mission statement.

Strategy: We will use PD personnel that are diverse in education, experience, thought, culture, rank, race/ethnicity, and gender to review the current mission statement based on City of Kemah's core values, vision, goals, and objectives.

ACHIEVED: Since September 2021, I have hired and promoted City of Kemah PD staff and leadership that are diverse in education, experience, thought, culture, rank, race/ethnicity, and gender.

I have promoted a communicative environment and culture by allowing them to openly discuss their concerns, provide direct and honest feedback, and share their perspectives of the strengths and weaknesses of the City of Kemah PD.

Furthermore, I continue to listen to their voices, issues, and concerns with respect to the City of Kemah PD's core values, vision, goals, and objectives.

Timeline: 25 - 45 Days

Objective 10.4: Develop a Strategic Plan for the police department and publish it.

Strategy: Strategic Planning is critical to ensure a focused effort toward the agency's future success. Using a collaboration of employees, including internal and external stakeholders, we will review all aspects of the City of Kemah's PD, develop long-term strategy and solution, identify our financial strategies, and strive for excellence for the future.

This process will also be combined with efforts to review the agency mission, and the vision and value statements, which would only be one component of the strategic plan.

ACHIEVED:

Since September 2021, I have developed a Strategic Plan for the City of Kemah PD. I have determined that the City of Kemah PD must grow and evolve to effectively serve our citizens and community.

We need more staff, equipment, vehicles, and facilities to support the growth of the City of Kemah PD. We also need to take advantage of grants and private funding and negotiate for increased pay and comparable incentives to recruit and retain talented personnel.

In addition, we must continually review and assess our operating costs, personnel salaries, overtime pay, and incentives and benefits. Furthermore, we must continue to work closely with our internal and external stakeholders, update our policies and procedures, develop our operational and financial strategies, identify short and long-term solutions, and strive for excellence for the future.

Timeline: 90 - 180 Days

CONCLUSION

Since September 2021, I have created an inherent culture of community engagement and responsiveness by fostering close partnerships and collaborative relationships with formal and informal community leaders, local businesses, public safety leaders, nearby law enforcement agencies, and surrounding cities.

I have also gathered information from internal and external sources regarding the strengths, weaknesses, opportunities, and potential threats facing the City of Kemah PD by conducting and attending frequent meetings with neighborhood organizations, city leaders, and our leadership and staff.

In addition, I have addressed City of Kemah PD's shortcomings and reinforced its strengths by filling critical staff and leadership positions, fulfilling our administrative and security needs, expanding our programs and divisions, embracing innovative technologies, assessing our emergency preparedness, and investing in training and educational opportunities for our staff and residents.

Furthermore, I have developed a community-oriented policing program that emphasizes transparency and accountability by expanding our social media presence, designing a new website and newsletter, mandating citizen contacts, generating Monthly Activity Reports, and publicizing our recent accomplishments and activities.

Most importantly, I have reviewed, modified, and enhanced our policies and procedures to ensure City of Kemah PD's current performance aligns with law enforcement Best Practices, Beat Integrity management philosophy, 6 Pillars of 21st Century Policing, and my "Stop, Walk, Talk, Listen, and Learn" method of interacting with our citizens and community.

Sincerely,

Chief Holland D. Jones

Chief Holland D. Jones, JD, Ph.D.

★ **LEMIT - Leadership Command College (LCC) Class #76**

City of Kemah Police Department